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Programme planning

Proposed strategic framework for the period 2006-2007

Part two: biennial programme plan

Programme 24
Management and support services

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* A/59/50 and Corr.1.
** The Department of Management is solely responsible for the activities covered by subprogramme 1.

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Overall orientation

24.1 The overall purpose of this programme, the responsibility for which is vested in the Department of Management and the administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi, is to enhance the efficiency and effectiveness of the Organization in managing its resources in three broad management areas, namely, finance, human resources and support services; to provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.

24.2 The programme derives its mandates from relevant articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations, the Staff Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, General Assembly resolutions 41/213 and 42/211 and the successive annual resolutions on the review of the efficiency of the administrative and financial functioning of the United Nations, as well as resolutions 52/12 A and B, 57/300 and 58/269 addressing issues of the reform and revitalization of the Organization and other relevant resolutions.

24.3 The programme is oriented principally towards fully meeting client needs and taking a proactive approach to implementing the Secretary-General's management reform measures, with the support of a communication strategy that ensures that Member States, managers and staff are fully informed of and engaged in the efforts to ensure a more effective and results-oriented Organization. Through a continuous dialogue, the status quo in the functioning of the Organization will be challenged, client priorities identified and management policies developed or improved to ensure that the work of the Organization is carried out in a more timely, efficient and effective manner. The capacity of managers to deliver mandated programmes will be strengthened through management training and the process of greater delegation of authority, with accountability ensured through systematic monitoring, evaluation and greater transparency in decision-making.

24.4 In pursuing the Secretary-General's management reform measures, results-based budgeting will be further refined to enable programme managers to demonstrate to Member States the impact of their work programmes so that together they may take informed decisions about the priorities of the Organization, the nature and scope of outputs and services and related resource allocations. Improvements in the financial management of the Organization will continue to be made, particularly with respect to simplification of financial management processes. Results-based management will be reflected not only in a more effective programme planning and budgeting process, but also in the Organization's management of human resources.

24.5 Human resources management reform will continue to reflect the multicultural environment of the Organization and will be implemented to empower staff, increase their flexibility and mobility in adapting to the priorities of the Organization and enhance their ability to carry out their work more effectively. The Department will continue to support and strengthen the integration of the gender

perspective into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.

24.6 Safety and security issues have changed dramatically since the formulation of the medium-term plan for the period 2002-2005. The apparent immunity of the United Nations to terrorist attacks no longer exists. The programme will move towards a unified security management structure and strengthened security arrangements for the safety and security of delegations, staff and property at Headquarters and offices away from Headquarters. The first phases of modernization of the Headquarters buildings will proceed under the auspices of the capital master plan to provide a more secure, safe and efficient working environment for delegations and staff, subject to any decisions that the General Assembly may take on the project.

24.7 Improvements in administrative processes and strategies, streamlining of established procedures and implementation of the information and communication technology strategy will lead to attaining better value for money and achievement of overall goals. Coherence in management and administration will be promoted with the offices away from Headquarters, regional commissions and peacekeeping and other missions, which will be given greater authority to respond to the requirements of their offices.

24.8 The Department's leadership role within the United Nations common system will be maintained and synergies will be achieved through partnering with other organizations of the United Nations common system. Within the context of the Secretary-General's management reform, efforts will continue towards further strengthening of the existing common and joint services and the expansion and development of new common and joint services among the United Nations organizations when such services appear to be more efficient and cost-effective than the decentralized arrangements.

24.9 The Department will provide strategic policy guidance to all entities of the Secretariat in the above-mentioned broad management areas. It will provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions and the Board of Auditors.

A. Headquarters

Subprogramme 1
Management services and administration of justice

(a) Management services

Objective of the Organization: To improve management capacity and administrative services throughout the Secretariat in the context of the Secretary-General's vision for reform.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of programme managers to manage and administer their own department's human, financial and material resources, through adoption of new policies and procedures	(a) Quantitative and qualitative benefits deriving from the introduction of new policies and procedures, reflected in: (i) Progress towards corporate management targets (e.g. gender parity, geographic distribution of staff) (ii) Increase in the percentage of programme managers indicating satisfaction with delegated authority and support provided
(b) Improved business processes	(b) (i) An improvement in timeliness (reduction in the number of months, weeks or days) required by business processes (ii) Amount of efficiency gains resulting from business process improvements

Strategy

24.10 This subprogramme is the responsibility of the Office for Management Improvement and Oversight Support of the Office of the Under-Secretary-General for Management. To achieve the objectives of the subprogramme, the Office will focus on effective coordination of meetings and communication with Member States on management reform and policy issues and the fostering of monitoring, assessing and reporting on the impact of management reforms. Oversight and analysis of current management practices will be strengthened with a view to identifying client needs, areas for improvement and emerging issues. The subprogramme will act as a catalyst for the introduction of new managerial and administrative policies, processes and procedures. Programme managers will be consistently guided on organizational development and management practices and supported through the provision of improved management information systems. Emphasis will be placed on greater accountability and transparency.

(b) Administration of justice

Objective of the Organization: To ensure the fairness and effectiveness of the internal system of justice in the resolution and adjudication of internal grievances.

Expected accomplishments of the Secretariat	Indicators of achievement
A system of internal justice that is consistent and in conformity with the human resources policies and rules of the Organization	A decrease in the average amount of time required for the final disposition of cases

Strategy

24.11 This programme is the responsibility of the Administration of Justice Unit of the Office of the Under-Secretary-General for Management. The strategy to be employed to achieve the above objective will include strengthening and streamlining the various components of the internal system of justice and improving the servicing of the internal administrative bodies responsible for advising the Secretary-General on disciplinary and/or appeal cases in a reasonably swift and transparent manner, with due respect for confidentiality.

Subprogramme 2
Programme planning, budget and accounts

(a) Programme planning and budgeting

Objective of the Organization: To secure the resources required for implementation of the programme budget and to improve management of the utilization of those resources.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Simplified process for preparing budget proposals	(a) The percentage of surveyed clients who indicate that the preparatory process has improved from previous bienniums
(b) Improved timeliness in the submission of information supplementary to planning and budget documents to facilitate decision-making by bodies that review those documents	(b) The percentage of supplementary information provided in writing within an average of 72 hours of the request

(c) Improved client services, particularly with regard to the administration of the programme budget and extrabudgetary resources	(c) (i) A decrease in the percentage by which the final expenditure deviates from the final appropriation (ii) A reduction in the turnaround time for the approval of extrabudgetary cost plans and the issuance of extrabudgetary allotments (iii) An increase in the percentage of respondents to client surveys who rate the quality of services as at least "good" or "very good"

Strategy

24.12 This component of subprogramme 2 is the responsibility of the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts. The focus will be on: (a) improving services to clients, both within and outside the Secretariat; (b) keeping under review and ensuring, through training and guidance, the successful and full implementation and evolution of results-based budgeting and results-based management and, in that connection, strengthening cooperation with the Department of Economic and Social Affairs as regards the operation of the Integrated Monitoring and Documentation Information System; and (c) strengthening cooperation with the Office of Internal Oversight Services on monitoring and evaluation issues in order to enhance the integrated process of planning, budgeting, monitoring and evaluation. Particular attention will be given to improving the current procedures for the administration of extrabudgetary funds, including responding in a more timely manner to client departments and offices. In addition, the facilitation of deliberations and decision-making on planning and budgetary issues by the General Assembly and its relevant subsidiary organs will continue.

(b) Financial services relating to peacekeeping operations

Objective of the Organization: To secure the required resources for peacekeeping operations and to improve management of the utilization of those resources, with a view to ensuring efficient and effective peacekeeping.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Simplified processes for preparing budget proposals	(a) An increased percentage of surveyed clients indicating satisfaction with the budget preparation process

(b) Strengthened ability of Member States to take fully informed decisions on issues relating to peacekeeping	(b) (i) An increase in the percentage of members of the Advisory Committee on Administrative and Budgetary Questions and the General Assembly expressing satisfaction with the quality of peacekeeping budgets and performance and other reports (ii) 100 per cent compliance with deadlines for the issuance of reports
(c) Increased efficiency and effectiveness of peacekeeping operations	(c) (i) Liabilities for troops do not exceed three months (ii) The percentage of responding missions rating the quality of policy and services as "good" or "very good" is equal to or greater than 90 per cent

Strategy

24.13 This component of subprogramme 2 is the responsibility of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts. The presentation of budgets and performance reports will be improved and resource requirements and expenditure information made more transparent. Cash positions will be closely monitored. Advice on budgetary policies, methodologies and tools, as well as training and guidance, will be provided to all peacekeeping missions.

(c) Financial accounting and reporting

Objective of the Organization: To further improve the sound and timely accounting of all United Nations transactions as well as the provision of timely financial information to programme managers and intergovernmental and expert bodies and the provision of services to clients.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved financial statements and financial management reports	(a) (i) A positive audit opinion of the Board of Auditors on financial statements (ii) An absence of significant adverse audit findings related to other financial matters
(b) Timely and accurate financial transactions	(b) (i) The processing of over 90 per cent of payments by the due date (ii) The reconciliation of bank accounts within 30 days after month's end

(c) Improved client services	(c) (i) An increase in the percentage of clients surveyed who rate services at least "good" or "very good" (ii) Improvements in insurance policies

Strategy

24.14 This component of subprogramme 2 is the responsibility of the Accounts Division of the Office of Programme Planning, Budget and Accounts. The emphasis will be placed on leveraging technology to improve the processing of financial transactions, client services and the quality and availability of timely and accurate financial information. Efforts to simplify administrative processes will continue.

(d) Treasury services

Objective of the Organization: To ensure the prudent investment of funds and to improve cash-management actions.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Continued prudent stewardship of funds	(a) Interest equal to or above the 90-day risk-free rate on pooled balances
(b) Improved efficiency and security of the payment system, particularly in peacekeeping operations	(b) (i) Maintenance of a loss-free record in safeguarding financial resources (ii) Increase in the percentage of automatic disbursements

Strategy

24.15 This component of subprogramme 2 is the responsibility of the Treasury. The focus will be on enhancing the reliability of internal controls, further developing the systems for investment and cash management and increasing the proportion of payments effected through electronic and other secure means.

(e) Assessment and processing of contributions

Objective of the Organization: To secure financing for the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations and to improve the application of related decisions.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Agreement on a scale of assessments for 2007-2009 and on the basis for financing peacekeeping activities for that period	(a) Adoption by the General Assembly of resolutions establishing a scale of assessments for 2007-2009 and agreeing to the composition of levels for the financing of peacekeeping activities
(b) Improved timeliness of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions	(b) (i) Submission of monthly reports on the status of contributions by the end of the following month (ii) Maintenance of or increase in the percentage of pre-session documentation relating to the scale of assessments and the basis of financing of peacekeeping operations submitted by the documentation deadlines
(c) Timely assessment of Member States based on decisions of the General Assembly	(c) Issuance of notifications of assessment within 30 days of the relevant decisions of intergovernmental bodies, as specified in financial rule 103.1

Strategy

24.16 This component of subprogramme 2 is the responsibility of the Contributions Service of the Office of Programme Planning, Budget and Accounts. The Service will provide effective support to the Committee on Contributions and the General Assembly in reaching agreement on the scale of assessments for the period 2007-2009 and on the basis for financing peacekeeping activities for that period and will ensure the timely issuance of assessments and information on the status of assessed contributions.

Subprogramme 3
Human resources management

(a) Operational services

Objective of the Organization: To ensure that the Organization selects the best-qualified staff and deploys them at the right time to the right place.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved staff selection and administration, including recruitment, placement and promotion	(a) (i) A reduction in the average number of days a post remains vacant (ii) A reduction in the average time required to process staff benefits at Headquarters
(b) Improved geographical representation and gender balance of staff	(b) (i) A decrease in the number of unrepresented Member States, for the Secretariat as a whole (ii) An increase in the percentage of staff recruited from underrepresented Member States for the Secretariat as a whole (iii) An increase in the percentage of women at the Professional level and above for the Secretariat as whole
(c) Improved human resources planning and monitoring of delegated authority	(c) An increase in the percentage of departments/offices successfully implementing their human resources action plans, for the Secretariat as a whole

Strategy

24.17 This component of subprogramme 3 is the responsibility of the Operational Services Division of the Office of Human Resources Management. In line with the Secretary-General's human resources management reform programme, particular attention will be paid to integrated support services in the areas of human resources planning, information management, recruitment and placement, staff administration and monitoring of delegated authority. Emphasis will be placed on ensuring greater quality and consistency in the implementation of human resources policy, particularly in staff selection and administration; strengthening organizational capacity and performance in areas identified through the monitoring of human resources management; refining the staff selection system; institutionalizing comprehensive human resources planning, monitoring and reporting systems; further automating human resources administration processes, particularly in staff administration; enhancing global human resources information systems, including the Integrated Management Information System and Galaxy; and strengthening client orientation and communication, thus ensuring greater client satisfaction.

(b) Organizational development

Objective of the Organization: To promote organizational culture change in the Secretariat, to build a more versatile and multi-skilled staff and to improve the working environment.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) (i) An increase in the staff mobility index, for the Secretariat as a whole
	(ii) An increase in staff participation in learning and career development programmes managed by the Office of Human Resources Management under this subprogramme
	(iii) An increase in the percentage of staff successfully completing their learning goals, as set out in the electronic performance appraisal system, for the Secretariat as a whole
(b) Increased number of young professionals available for recruitment	(b) An increase in the number of qualified candidates identified through competitive examinations, for the Secretariat as a whole
(c) Improved working environment	(c) An increase in the percentage of staff expressing satisfaction with the working environment

Strategy

24.18 This component of subprogramme 3 is the responsibility of the Division for Organizational Development of the Office of Human Resources Management. In pursuing the objective of the subprogramme, the Division will focus on strengthening the current and future human resources of the Organization by enhancing the competitive entry processes; integrating the core and managerial competencies into all human resources systems, including recruitment, performance appraisal, career development and training; providing support for the career development of staff; implementing mechanisms to encourage mobility; contributing to the development of competitive conditions of service to ensure the recruitment and retention of highly qualified staff; supporting staff in balancing their professional and personal lives; and promoting equity in the workplace through the increased accountability of supervisors and the provision of staff counselling and advisory services. Emphasis will be placed on the development of policies to underpin the reform process; the enhancement of coordination with other organizations of the United Nations common system with respect to the formulation of system-wide policies regarding salaries, allowances and conditions of service of staff; and the provision of advisory services in respect of Secretariat staff worldwide.

(c) Medical services

Objective of the Organization: To ensure that all staff members, including those on mission, are fit to carry out their duties.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased awareness of staff regarding health issues	(a) An increase in staff participation in health-enhancing programmes and awareness campaigns
(b) Improved staff health	(b) (i) A decrease in the number of average sick days per staff member (ii) An increase in the proportion of hardship field duty stations and field having with adequate medical facilities to serve United Nations staff
(c) Improved timeliness of services	(c) (i) A reduction in waiting time for staff visiting the walk-in clinic (ii) Improvement of timeliness in the processing of medical clearances

Strategy

24.19 This component of subprogramme 3 is the responsibility of the Medical Services Division of the Office of Human Resources Management. In achieving the objectives of the subprogramme, the Division will continue to pay attention to providing clinical and health-promotion services to New York-based staff of the United Nations and its funds and programmes; to ensuring worldwide staff access to adequate health care in the most cost-effective manner; to advising the management on staff benefit programmes and other medico-administrative matters; and to updating regularly medical standards and health policies and coordinating them for United Nations system-wide use. The Division will also emphasize the development of some of its programmes to further align its activities with the current priorities of the Organization, such as: (a) further strengthening of the emergency preparedness programme, including a United Nations system-wide medical response team for crisis situations; (b) the provision of mental health services as part of comprehensive health care; (c) enhanced efforts to ensure implementation of the medical aspects of the United Nations personnel policy on HIV/AIDS, including access to care and treatment; (d) further simplification, streamlining and delegation of medico-administrative activities to offices away from Headquarters; (e) continued collaboration with the host city in designing and implementing worksite wellness and prevention programmes; and (f) implementation of the new occupational health information management system, including an electronic patient record to improve the delivery of services, and expansion of health promotion and prevention programmes.

Subprogramme 4
Support services

(a) Security and safety services

Objective of the Organization: To protect staff, delegates, visiting dignitaries and other visitors on the United Nations premises and to prevent damage to United Nations property.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved security conditions on the United Nations premises	(a) (i) The absence of unauthorized entry to the United Nations premises
	(ii) Maintenance of the time required for evacuation of the United Nations complex within established security standards
	(iii) A reduction in response time with respect to emergency security incidents
(b) Improved safety conditions on the United Nations premises	(b) (i) A reduction in the number of accidents due to safety hazards
	(ii) A reduction in response time with respect to emergency safety incidents

Strategy

24.20 This subprogramme is the responsibility of the Security and Safety Service of the Office of Central Support Services. The strategy for ensuring a secure and safe environment will include concerted efforts to increase the level of preparedness for managing crisis situations that would require enhanced coordination of security-related efforts with the host country law-enforcement agencies. The level of professionalism of the security and safety personnel will be further enhanced through the provision of specialized training to the officers on a continuous basis, which will also maximize the use of officers for multiple specialized security functions. The skills of officers will be increased to keep them abreast of security and safety technology and modernized/upgraded communication equipment to ensure more efficient evacuation response and crisis management capabilities, reduced emergency response time, improved surveillance detection and more effective safety inspections, personal protection and other critical security functions. Furthermore, security awareness training for delegations and staff at large will be enhanced. The inspection, maintenance and upgrading of all physical structures related to security and safety will continue to be given high priority.

(b) Information and communication technology services

Objective of the Organization: To ensure that information and communication technology is a strong enabler of the process of reform.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Compliance of all information and communication technology services with Information and Communications Technology Board standards as well as relevant industry standards	(a) A reduction in the number of times service is unavailable and the duration of such down time
(b) Increased effectiveness of administrative processes	(b) An increase in the number of processes streamlined and automated
(c) Increased use of electronic repositories of information	(c) An increase in the number of users of the repositories
(d) Improved quality of services provided to the intergovernmental and expert organs, permanent missions of Member States and users at large	(d) A 50 per cent reduction in the amount of time required to retrieve electronic documents
(e) Increased information security	(e) (i) An increase in the percentage of computer viruses that are successfully blocked (ii) An increase in the number of illegal access attempts that are thwarted

Strategy

24.21 This subprogramme is the responsibility of the Information Technology Services Division of the Office of Central Support Services. The strategic focus will be on three areas, and investments in information and communication technology will be targeted to deliver tangible returns in those areas, which are considered to be representative of core activities of the Organization: (a) administrative and management processes; (b) the sharing and dissemination of the Organization's institutional knowledge through electronic repositories of information; and (c) the servicing of the United Nations intergovernmental and expert organs. The following four elements are building blocks in the delivery of value-added services to the three focus areas: (a) a robust infrastructure at Headquarters and at offices away from Headquarters; (b) security policies and provisions to ensure business continuity; (c) reliable connectivity with the field; and (d) the building and efficient utilization of a skilled human resources capacity. As a result of the above, the following accomplishments are expected during the plan period: at least 80 per cent of all planned management-level reports will be completed; 80 per cent of all processes planned to be streamlined and automated will be completed; 70 per cent of all planned communication tools to support communities of practice will be in place; 70 per cent of all planned information repositories will be available; and a 50 per cent

increase in the speed of dissemination of parliamentary and ancillary documentation and their reach will be achieved.

(c) Other support services

Objective of the Organization: To ensure efficient, effective and high-quality support in the areas of procurement, travel and transportation, facilities management, archives and record management.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved efficiency of the management of physical facilities and office space	(a) A reduction in the average turnaround time required for processing requests for services related to maintenance of the buildings' infrastructure and management of the office space
(b) Maintenance of efficient and cost-effective travel, visa and transportation services	(b) (i) The proportion of savings achieved relative to the full cost of travel (ii) An increase in the level of satisfaction expressed by clients of the Travel and Transportation Service
(c) Enhanced level of quality and increased level of efficiency in procurement services	(c) (i) An increase in the level of client satisfaction with services rendered by the Procurement Division (ii) A reduction in procurement processing time
(d) Provision of effective archives and records management services through the use of electronic service delivery	(d) (i) An increase in the number of offices utilizing web-based tools for United Nations records (ii) An increase in the number of information systems in the Secretariat that are fully compliant with record-keeping standards

Strategy

24.22 This subprogramme is the responsibility of the Facilities and Commercial Services Division of the Office of Central Support Services. In order to achieve the objectives of the subprogramme, the Division will emphasize:

(a) Reducing further the turnaround time for the provision of facilities services through the progressive implementation of improved automated tracking and contract monitoring systems, resulting in better monitoring of key performance indicators in real time and the tracking of contracts, projects and available financial and human resources;

(b) Maintaining efficient and cost-effective travel and transportation services, in particular through close cooperation with other United Nations system organizations;

(c) Expanding areas in procurement where systems contracts can be employed effectively, and further improving the quality of procurement actions and the time required to process them through increased automation and through further rationalization of the procurement process;

(d) Continuing advocacy for the adoption of best record-keeping practices in Secretariat information systems and updating and improving the Archives and Records Management Section web site to facilitate public access to archival materials.

B. United Nations Office at Geneva*

Subprogramme 2
Programme planning, budget and accounts (Geneva)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Geneva.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Timely and accurate financial transactions	(a) The percentage of payments that are processed and transactions recorded within 30 days of receipt of all appropriate documents
(b) Effective administration of the programme budget and extrabudgetary resources	(b) (i) A decrease in the percentage by which the final expenditure deviates from the final appropriation (ii) A reduction in the turnaround time for the issuance of extrabudgetary allotments after the receipt of complete information (iii) An increase in the percentage of respondents to a client survey who rate the quality of services at least "good" or "very good"
(c) Improved financial statements and financial management reports	(c) (i) A positive audit opinion of the Board of Auditors on financial statements (ii) The absence of significant adverse audit findings related to other financial matters

* The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1.

(d) Effective treasury services	(d) The disbursement of funds within the due dates of payments approved in the Integrated Management Information System

Strategy

24.23 This subprogramme is the responsibility of the Financial Resources Management Service. The strategy to be employed to achieve the objective will include:

(a) Managing the utilization of resources by leveraging technology to improve client services and the quality and availability of financial information and to simplify administrative processes;

(b) Providing assistance, guidance and training to programme managers and administrative units of client organizations on budgetary matters, review procedures and effective budget implementation;

(c) Strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management;

(d) Improving the office automation of the treasury operations to ensure accurate and timely disbursement of payments and effective cash management and investment of funds administered by the United Nations Office at Geneva;

(e) Reviewing, on a regular basis, the workflow procedures to identify ways of ensuring a more efficient and faster response to clients.

Subprogramme 3
Human resources management (Geneva)

Objective of the Organization: To maintain a high-quality human resources management system at the United Nations Office at Geneva.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) (i) An increase in the staff mobility index (ii) An increase in staff participation in learning and career development programmes (iii) An increase in the percentage of staff successfully completing their learning goals, as set out in the electronic performance appraisal system
(b) Improved staff selection and administration, including recruitment, placement and promotion	(b) (i) A reduction in the average number of days a post remains vacant (ii) A reduction in the average time required to process staff benefits

(c) Improved geographical representation and gender balance of staff	(c) (i) A decrease in the number of unrepresented Member States (ii) An increase in the percentage of staff recruited from underrepresented Member States (iii) An increase in the percentage of women at the Professional level and above
(d) Improved working environment	(d) An increase in the percentage of staff expressing satisfaction with the working environment

Strategy

24.24 Substantive responsibility for this subprogramme is assigned to the Human Resources Management Service. The Service will focus on implementing the Secretary-General's human resources management reform programme, in particular in the areas of: (a) staff development, by upgrading the staff's substantive and technical skills, linking learning and training initiatives closely to the performance appraisal system, succession planning, performance management, career development mechanisms, improved conditions of service and, gender mainstreaming; and (b) strengthening a mechanism of staff and management accountability and responsibility at all levels. Efforts will also be made to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Geneva.

Subprogramme 4
Support services (Geneva)

(a) Security and safety services

Objective of the Organization: To protect staff, delegates, visiting dignitaries and other visitors within the United Nations premises and to prevent damage to United Nations property.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved security conditions on the United Nations premises and at the annex locations	(a) (i) The absence of unauthorized entry to the United Nations premises (ii) Maintenance of the time required for evacuation of the United Nations premises and annex buildings within established security standards (iii) A reduction in response time with respect to emergency security incidents

(b) Improved safety conditions on the United Nations premises and at the annex locations	(b) (i) A reduction in the number of accidents due to safety hazards (ii) A reduction in response time with respect to emergency safety incidents

Strategy

24.25 Under the overall guidance of the Director of Administration and the supervision of the Chief, Central Support Service, the Security and Safety Section is responsible for implementing the activities under this subprogramme. The strategy for ensuring a secure and safe environment will include concerted efforts to increase the level of preparedness for managing crisis situations that would require enhanced coordination of security-related efforts with the host country law-enforcement agencies. The level of professionalism within the Service will be further enhanced through the provision of specialized training to the officers on a routine basis, which will also maximize the use of officers for multiple specialized security functions. The skills of officers will be increased to keep them abreast of security and safety technology and modernized/upgraded communication equipment to ensure more efficient evacuation response and crisis management capabilities, reduced emergency response time, improved surveillance detection and more effective safety inspections, personal protection and other critical security functions, pursuant to implementation of the Headquarters minimum operating security standards. Apart from the training of officers, security awareness training for staff will be enhanced. The inspection, maintenance and upgrading of all security and safety equipment will continue to be given high priority. Inter-agency security cooperation and liaison with host country security authorities will be strengthened.

(b) Information and communication technology services

Objective of the Organization: To ensure that information and communication technology is a strong enabler of the process of reform.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Compliance of all information and communication technology services with Information and Communications Technology Board standards as well as relevant industry standards	(a) A reduction in the number of times service is unavailable and the duration of such down time
(b) Increased effectiveness of administrative processes	(b) An increase in the number of processes streamlined and automated
(c) Increased use of electronic repositories of information	(c) An increase in the number of users of the repositories
(d) Improved quality of services provided to the intergovernmental and expert organs, permanent missions of Member States and users at large	(d) A 50 per cent reduction in the amount of time required to retrieve electronic documents

(e) Increased information security	(e) (i) An increase in the percentage of computer viruses that are successfully blocked (ii) An increase in the number of illegal access attempts that are thwarted
(f) Improved coordination, standardization and consolidation of the Metropolitan Area Network under the United Nations Office at Geneva umbrella	(f) An increase in the number of agreements reached with organizational entities on the scope of services to be centralized and on the related conditions and performance standards

Strategy

24.26 This subprogramme is the responsibility of the Information and Communications Technology Service. The strategy to be employed to achieve the objective will include:

(a) Evaluating on a regular basis the existing services and infrastructure to ensure the ability to satisfy current and projected business requirements, taking into consideration industry standards and trends and stated user needs and satisfaction levels;

(b) Adapting services and infrastructure to changing business needs, including implementation of new releases of the Integrated Management Information System;

(c) Collaborating with the information and communication technology services of other United Nations entities and affiliated agencies, including active participation in standard-setting bodies and processes;

(d) Establishing agreements with all organizations on the campus concerning the consolidation of information and communication technology services, including procedures for joint continued monitoring of the consolidation processes;

(e) Maximizing the use of information and communication technology by the United Nations Office at Geneva for the secure, effective and efficient sharing of data and information by implementing state-of-the-art industry practices, standards, systems and procedures;

(f) Implementing quality-assurance processes that encourage and control compliance with the standards set by the Information and Communications Technology Board in the area of information sharing.

(c) Other support services

Objective of the Organization: To ensure efficient, effective and high-quality support in the areas of procurement, travel and transportation and facilities management.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved efficiency of the management of physical facilities and office space	(a) A reduction in the average turnaround time required for processing requests for services related to maintenance of the buildings' infrastructure and management of the office space
(b) Maintenance of efficient and cost-effective travel, visa and transportation services	(b) (i) The proportion of savings achieved relative to the full cost of travel (ii) An increase in the level of client satisfaction with services rendered
(c) Enhanced level of quality and increased level of efficiency in procurement services	(c) (i) An increase in the level of client satisfaction with services rendered by the Joint Purchase Service (ii) A reduction in procurement processing time

Strategy

24.27 This subprogramme is the responsibility of the Central Support Services. The strategy to be employed to achieve the objective will include:

(a) Reducing the turnaround time for the provision of facilities services through the progressive implementation of improved automated tracking and contract monitoring systems, resulting in better monitoring of key performance indicators in real time and the tracking of contracts, projects and allocated financial resources;

(b) Maintaining efficient and cost-effective travel and transportation services, in particular through close cooperation with other United Nations system organizations;

(c) Expanding the areas in procurement where systems contracts can be employed effectively and utilizing the "lead agency" concept for cases in which other United Nations organizations possess expertise and market leverage; further improving quality and minimizing processing time through increased automation (e.g., the use of electronic catalogues) and further rationalization of the procurement process (e.g., use of purchasing cards for all low-value procurement) wherever possible; and further developing collaborative procurement among Geneva-based international organizations by strengthening the Joint Purchase Service;

(d) Maintaining efficient, effective, timely and quality support services in the mail and pouch area.

C. United Nations Office at Vienna*

Subprogramme 2
Programme planning, budget and accounts (Vienna)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Vienna.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Timely and accurate financial transactions	(a) The percentage of payments that are processed and transactions recorded within 30 days of receipt of all appropriate documents
(b) Effective administration of the programme budget and extrabudgetary resources	(b) (i) A decrease in the percentage by which the final expenditure deviates from the final appropriation (ii) A reduction in the turnaround time for the issuance of extrabudgetary allotments after the receipt of complete information (iii) An increase in the percentage of respondents to client surveys who rate the quality of services at least "good" or "very good"
(c) Improved financial statements and financial management reports	(c) (i) A positive audit opinion of the Board of Auditors on financial statements (ii) The absence of significant adverse audit findings related to other financial matters
(d) Effective treasury services	(d) The disbursement of funds within due dates of payments approved in the Integrated Management Information System

Strategy

24.28 This subprogramme is the responsibility of the Financial Resources Management Service. During the biennium, the Service will continue to take full advantage of technological innovations so as to further streamline financial and budgetary processes and to strengthen monitoring, financial control and reporting. The Service will continue to assist all programme entities of the United Nations Office at Vienna and the United Nations Office on Drugs and Crime in the areas of programme planning, budgeting, implementation and reporting on budget implementation. The strategy will include:

* The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1.

(a) Managing the utilization of resources by leveraging technology to improve client services and to simplify administrative processes;

(b) Providing assistance, guidance and training to programme managers and administrative units of client organizations on budgetary matters, review procedures and effective budget implementation;

(c) Strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management;

(d) Reviewing, on a regular basis, the workflow procedures to identify ways of ensuring a more efficient and faster response to clients.

Subprogramme 3
Human resources management (Vienna)

Objective of the Organization: To maintain a high-quality human resources management syst at the United Nations Office at Vienna.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) (i) An increase in the staff mobility index
	(ii) An increase in staff participation learning and career development programmes
	(iii) An increase in the percentage of successfully completing their learning goals, as set out in the electronic performance appraisal system
(b) Improved staff selection and administration, including recruitment, placement and promotion	(b) (i) A reduction in the average numbe of days a post remains vacant
	(ii) A reduction in the average time required to process staff benefits
(c) Improved geographical representation and gender balance of staff	(c) (i) A decrease in the number of unrepresented Member States
	(ii) An increase in the percentage of recruited from underrepresented Mem States
	(iii) An increase in the percentage of women at the Professional level and above
(d) Improved working environment	(d) An increase in the percentage of staff expressing satisfaction with the working environment

Strategy

24.29 This subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on implementing the Secretary-General's human resources management reform programme, in particular in the areas of: (a) staff development, by upgrading the staff's substantive and technical skills, linking learning and training initiatives closely to the performance appraisal system, succession planning, performance management, career development mechanisms, improved conditions of service and gender mainstreaming; and (b) strengthening a mechanism of staff and management accountability and responsibility at all levels. Efforts will also be made to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Vienna.

Subprogramme 4
Support services (Vienna)

(a) Security and safety services

Objective of the Organization: To protect staff, delegates, visiting dignitaries and other visitors within the Vienna International Centre and to prevent damage to United Nations property.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved security conditions on the United Nations premises	(a) (i) The absence of unauthorized entry to the United Nations premises
	(ii) Maintenance of the time required for evacuation of the building within established security standards
	(iii) A reduction in response time with respect to emergency security incidents
(b) Improved safety conditions on the United Nations premises	(b) (i) A reduction in the number of accidents due to safety hazards
	(ii) A reduction in response time with respect to emergency safety incidents

Strategy

24.30 This subprogramme is the responsibility of the Security and Safety Section of the Division for Management. The strategy for ensuring a secure and safe environment will focus on increasing the level of preparedness for managing crisis situations that would require enhanced coordination of security-related efforts with the host country law-enforcement agencies. The level of professionalism within the Section will be further enhanced through the provision of specialized training to the officers on a continuous basis. The skills of officers will be increased to keep them abreast of security and safety technology and modernized/upgraded communication equipment to ensure more efficient and effective response to emergencies and crisis situations, improved surveillance detection and more effective safety inspections,

personal protection and other critical security functions, pursuant to the implementation of the Headquarters minimum operating security standards. Furthermore, security awareness training for the staff at large will be enhanced. The inspection, maintenance and upgrading of all security and safety physical structures will continue to be given high priority.

(b) Information and communication technology services

Objective of the Organization: To ensure that information and communication technology is a strong enabler of the process of reform.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Compliance of all information and communication technology services with Information and Communications Technology Board standards as well as relevant industry standards	(a) A reduction in the number of times service is unavailable and the duration of such down time
(b) Increased effectiveness of administrative processes	(b) An increase in the number of processes streamlined and automated
(c) Increased use of electronic repositories of information	(c) An increase in the number of users of the repositories
(d) Improved quality of services provided to intergovernmental and expert bodies, permanent missions of Member States and users at large	(d) A reduction in the amount of time required to retrieve electronic documents
(e) Increased information security	(e) (i) An increase in the percentage of computer viruses that are successfully blocked (ii) An increase in the number of illegal access attempts that are thwarted

Strategy

24.31 This subprogramme is the responsibility of the Information Technology Section of the Division for Management. The strategic focus of, as well as investments in, information and communication technology will be targeted on the delivery of tangible returns in three areas, which are considered to be representative of core activities of the Organization: (a) administrative and management processes; (b) the sharing and dissemination of the Organization's institutional knowledge through electronic repositories of information; and (c) the servicing of the United Nations intergovernmental and expert organs and other clients. The following elements, as building blocks in the delivery of value-added services to the three focus areas, will be strengthened: (a) a robust infrastructure; (b) security policies and provisions to ensure business continuity; (c) reliable connectivity with the field; and (d) the building and efficient utilization of a skilled human resources capacity.

(c) Other support services

Objective of the Organization: To ensure efficient, effective and high-quality support in the areas of procurement, travel and transportation and office space management for the United Nations and affiliated entities.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved efficiency of the management of office space	(a) A reduction in the average turnaround time required for processing requests for services related to office space management
(b) Maintenance of efficient and cost-effective travel, visa and transportation services	(b) (i) The proportion of savings achieved relative to the full cost of travel (ii) An increase in the level of client satisfaction with services rendered by the General Support Section
(c) Enhanced level of quality and increased level of efficiency in procurement services	(c) (i) An increase in the level of client satisfaction with services rendered by the Commercial Operations Unit (ii) A reduction in procurement processing time

Strategy

24.32 The subprogramme is the responsibility of the General Support Section of the Division for Management. The focus will be on:

(a) Introducing a space-planning system on which to model allocations of office and utility space, including in the context of the implementation of the asbestos removal project and the efficient planning of office space to accommodate changes through the implementation of a work-order system;

(b) Maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other United Nations system organizations located at the Vienna International Centre;

(c) Continuing improvement of quality and of processing time in the area of procurement through increased automation and further rationalization of the procurement process wherever possible.

D. United Nations Office at Nairobi*

Subprogramme 2
Programme planning, budget and accounts (Nairobi)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Nairobi.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Timely and accurate financial transactions	(a) (i) Compliance with benchmarks in the service-level agreements with the United Nations Environment Programme and the United Nations Human Settlements Programme
	(ii) The percentage of payments that are processed and transactions recorded within 30 days of receipt of all appropriate documents
(b) Effective administration of the programme budget and extrabudgetary resources	(b) (i) A decrease in the percentage by which the final expenditure deviates from the final appropriation
	(ii) A reduction in the turnaround time for the issuance of extrabudgetary allotments after the receipt of complete information
	(iii) An increase in the percentage of respondents to a client survey who rate the quality of services at least "good" or "very good"
(c) Improved financial statements and financial management reports	(c) (i) A positive audit opinion of the Board of Auditors on financial statements
	(ii) The absence of significant adverse audit findings related to other financial matters
(d) Effective treasury services	(d) The disbursement of funds within due dates of payments approved in the Integrated Management Information System

* The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1.

Strategy

24.33 This subprogramme is the responsibility of the Budget and Financial Management Service of the Division of Administrative Services. The strategy will focus on:

(a) Managing the utilization of financial resources by leveraging technology to improve client services and to simplify administrative processes;

(b) Providing assistance, guidance and training to programme managers and administrative units of client organizations on budgetary matters, review procedures and effective budget implementation;

(c) Strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management;

(d) Reviewing, on a regular basis, the workflow procedures to identify ways of ensuring a more efficient and faster response to clients.

Subprogramme 3
Human resources management (Nairobi)

Objective of the Organization: To maintain a high-quality human resources management system at the United Nations Office at Nairobi.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) (i) An increase in the staff mobility index
	(ii) An increase in staff participation in learning and career development programmes
	(iii) An increase in the percentage of staff successfully completing their learning goals, as set out in the electronic performance appraisal system
(b) Improved staff selection and administration, including recruitment, placement and promotion	(b) (i) A reduction in the average number of days a post remains vacant
	(ii) A reduction in the average time required to process staff benefits
(c) Improved geographical representation and gender balance of staff	(c) (i) A decrease in the number of unrepresented Member States
	(ii) An increase in the percentage of staff recruited from underrepresented Member States

	(iii) An increase in the percentage of women at the Professional level and above
(d) Improved working environment	(d) An increase in the percentage of staff expressing satisfaction with the working environment
(e) Improved staff health care	(e) (i) A reduction in waiting time for staff visiting the walk-in clinic
	(ii) An increase in the percentage of clients expressing satisfaction with services rendered

Strategy

24.34 This subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on implementing the Secretary-General's human resources management reform programme, in particular in the areas of: (a) staff development, by upgrading the staff's substantive and technical skills, linking learning and training initiatives closely to the performance appraisal system, succession planning, performance management, career development mechanisms, improved conditions of service and gender mainstreaming; and (b) strengthening a mechanism of staff and management accountability and responsibility at all levels. Efforts will also be made to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Nairobi.

Subprogramme 4
Support services (Nairobi)

(a) Security and safety services

Objective of the Organization: To protect staff, delegates, visiting dignitaries and other visitors within the Gigiri complex, to prevent damage to United Nations property and to minimize security risk in the country.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved security conditions on the United Nations premises	(a) (i) The absence of unauthorized entry to the United Nations premises
	(ii) Maintenance of the time required for evacuation of the building within established security standards
	(iii) A reduction in response time with respect to emergency security incidents

(b) Improved safety conditions on the United Nations premises and annex locations	(b) (i) A reduction in the number of accidents due to safety hazards (ii) A reduction in response time with respect to emergency safety incidents
(c) Improved security of the working environment in Kenya for all United Nations field-based staff and family	(c) A reduction in the number of incidents affecting the safety of staff in the field

Strategy

24.35 This subprogramme is the responsibility of the Security and Safety Section of the Division of Administrative Services. The strategy for ensuring a secure and safe environment will focus on increasing the level of preparedness for managing crisis situations that would require enhanced coordination of security-related efforts with the host country law-enforcement agencies. The level of professionalism within the Section will be further enhanced through the provision of specialized training to the officers on a continuous basis. The skills of officers will be increased to keep them abreast of security and safety technology and modernized/upgraded communication equipment to ensure a more efficient and effective response to emergencies and crisis situations, improved surveillance detection and more effective safety inspections, personal protection and other critical security functions pursuant to the implementation of the Headquarters minimum operating security standards. Furthermore, security awareness training for staff at large will be enhanced. The inspection, maintenance and upgrading of all physical structures related to security and safety will continue to be given high priority.

(b) Information and communication technology services

Objective of the Organization: To ensure that information and communication technology is a strong enabler of the process of reform.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Compliance of all information and communication technology services with the Information and Communications Technology Board standards as well as relevant industry standards	(a) A reduction in the number of times service is unavailable and the duration of such down time
(b) Increased effectiveness of administrative processes	(b) An increase in the number of processes streamlined and automated
(c) Increased use of electronic repositories of information	(c) An increase in the number of users of the repositories
(d) Improved quality of services provided to intergovernmental and expert bodies, permanent missions of Member States and users at large	(d) A reduction in the amount of time required to retrieve electronic documents

(e) Increased information security	(e) (i) An increase in the percentage of computer viruses that are successfully blocked (ii) An increase in the number of illegal access attempts that are thwarted

Strategy

24.36 This subprogramme is the responsibility of the Information Technology Service of the Division of Administrative Services. The strategic focus of, as well as investments in, information and communication technology will be targeted on delivering tangible returns in three areas, which are considered to be representative of core activities of the Organization: (a) administrative and management processes; (b) the sharing and dissemination of the Organization's institutional knowledge through electronic repositories of information; and (c) the servicing of the intergovernmental and expert bodies of the United Nations Environment Programme and the United Nations Human Settlements Programme. The following elements, as building blocks in the delivery of value-added services to the three focus areas, will be strengthened: (a) a robust infrastructure; (b) security policies and provisions to ensure business continuity; (c) reliable connectivity with the field and Headquarters; and (d) the building and efficient utilization of a skilled human resources capacity.

(c) Other support services

Objective of the Organization: To ensure efficient, effective and high-quality support in the areas of procurement, travel and transportation, facilities management and archives and record management.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved efficiency of the management of physical facilities and office space	(a) A reduction in the average turnaround time required for processing requests for services related to maintenance of the buildings' infrastructure and management of the office space
(b) Maintenance of efficient and cost-effective travel, visa and transportation services	(b) (i) The proportion of savings achieved relative to the full cost of travel (ii) An increase in the level of client satisfaction with services rendered by the Support Services Service
(c) Enhanced level of quality and increased level of efficiency in procurement services	(c) (i) An increase in the level of client satisfaction with services rendered by the Contracts and Procurement Section (ii) A reduction in procurement processing time

(d) Effective archives and records management services and practices	(d) An increase in the number of information systems that are fully compliant with record-keeping requirements

Strategy

24.37 This subprogramme is the responsibility of the Support Services Service of the Division of Administrative Services. The Service will focus on:

(a) Reducing the turnaround time for the provision of facilities services through the progressive implementation of improved automated tracking and monitoring systems;

(b) Maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other United Nations system organizations;

(c) Further improvement of quality and of processing time in the area of procurement through increased automation and further rationalization of the procurement process;

(d) Facilitating access to archival materials and advocating the adoption of record-keeping best practices by organizational entities in Nairobi.

Legislative mandates

Overall

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations
42/211	Implementation of General Assembly resolution 41/213
52/12 A and B	Renewing the United Nations: a programme for reform
55/231	Results-based budgeting
57/300	Strengthening of the United Nations: an agenda for further change
58/269	Strengthening of the United Nations: an agenda for further change
58/270	Questions relating to the proposed programme budget for the biennium 2004-2005

Subprogramme 1
Management services and administration of justice

General Assembly resolutions

57/307	Administration of justice in the Secretariat

58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures

Subprogramme 2
Programme planning, budget and accounts

General Assembly resolutions and decisions

49/233	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
53/207	Programme planning
57/573	Proposed revisions to the Financial Regulation of the United Nations
57/575	Results-based budgeting
58/249	Financial reports and audited financial statements, and reports of the Board of Auditors

Subprogramme 3
Human resources management

General Assembly resolutions

49/222 A and B	Human resources management
51/226	Human resources management
52/252	Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations
53/221	Human resources management
55/258	Human resources management
57/305	Human resources management
58/144	Improvement of the status of women in the United Nations system

Subprogramme 4
Support services

General Assembly resolutions and decisions

31/194	Utilization of office accommodation and conference facilities at the Donaupark Centre in Vienna
55/468	Security arrangements at the United Nations Office at Geneva
56/286	Strengthening the security and safety of United Nations premises
57/279	Procurement reform

57/292	Questions relating to the programme budget for the biennium 2002-2003, section II, capital master plan
57/304	Information and communication technology strategy
58/263	Report of the Joint Inspection Unit on the revenue-producing activities of the United Nations system
58/272	Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communication technology strategy
58/276	Outsourcing practices
58/277	Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations and the United Nations funds and programmes
58/278	Report of the Joint Inspection Unit on common and joint services of the United Nations system organizations at Vienna